

SAF/AQ

Air Force

Acquisition

Lightning Bolt

Initiatives

From the Office of the
Assistant Secretary of the
Air Force (Acquisition)

Update No. 1
June 22, 1995

1. Establish a centralized RFP support team to scrub all RFPs, contract options, and contract modifications over \$10 million.

A Concept of Operations is in final development--it focuses the support teams' purpose of institutionalizing acquisition reform through review of RFPs with these objectives:

- provide timely training, education and assistance to SPOs to accelerate acquisition reform
- help SPOs produce products that consistently embrace the tenants of acquisition reform
- develop Product and Logistic Center expertise to maintain the tenants of acquisition reform
- accomplish the above in a positive, helpful way at the SPO's location

The operational strategy includes:

- providing early interface and training to the SPOs
- helping write documents as appropriate
- participating in SPO review of documents as appropriate
- capturing lessons learned

Plans call to have key people for the Wright-Patterson team in place by August 1 to begin team training with the full team in place by October 1.

2. Create a standing Acquisition Strategy Panel composed of senior acquisition personnel from SAF/AQ, AFMC and the users.

The creation of a standing panel will provide consistent counsel to program managers early enough in the development of their acquisition strategy to allow its efficient incorporation. This initiative will continue to emphasize the criticality of front-end acquisition planning in the eventual delivery of affordable solutions to meet the users' requirements. Previous ASP/IASP processes are being examined with a goal to continue with the best practices from those processes. New policy will specifically address appointment of members, consistent participation and a disciplined scheduling process.

3. Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.

The focus of this Lightning Bolt Initiative will not be on developing a mathematical model to size SPOs. Rather workgroup and IPTs will develop tenets to

dramatically reduce SPO size by implementing acquisition reform and streamlining initiatives.

Development of these guiding tenets started in mid-June with a PEO/PM Acquisition Renaissance workshop. The Civilian Drawdown Challenge IPT on streamlining the acquisition process is currently meeting to refine these tenets as will a DAC/PM Acquisition Renaissance workshop to be held the end of July. All ACAT I and selected ACAT II PM's will review their SPO downsizing plans SAF/AQ by 31 December. These reviews will be part of the reviews described in Lightning Bolt #8.

4. Cancel all AFMC center-level acquisition policies by 1 Dec 95.

This initiative addresses the defense industry's complaints of inconsistent functionally oriented policies among the product and logistic centers. The Secretariat, Air Staff and HQ AFMC will be the only agencies authorized to issue acquisition policies, instruction or guidelines. Six PATs covering functional areas (e.g., Program Management, Engineering, Logistics, etc.) have been in place since early April to eliminate outdate, duplicative, conflicting policies. Existing center-level policies that contain "must have" guidance will be rolled-up into higher headquarters level policies to provide centers with consistent direction.

A charter is in coordination for a permanent IPT to review all new proposed acquisition policies, instruction and guidelines. Plans call for this Secretariat, Air Staff, AFMC IPT to stand-up effective 1 July.

5. Reinventing the AFSARC process.

IPTs with Secretariat, Air Staff and AFMC members will provide integrated (rather than functional) assessments of programs directly overseen by the SAE. IPTs will form at the beginning of a program and provide review, assessment and assistance for the life of the program. They will assist the program through milestone reviews and serve as the single headquarters group providing assessments to the SAE. Policy to establish IPTs for ACAT IC-IV programs is in coordination. Implementation is planned for 1 July. Training for IPT members begins mid-July as part of the SAF/AQ Acquisition Action Officers' School.

6. Enhance the role of past performance in source selections.

Past performance, one of the best indicators of future performance on similar efforts, is rarely a tie-breaker in AF Source Selections. As a result, the current process can allow selection of a contractor who may not perform to the contract requirements.

This initiative revises policy to consider past performance a major source selection criterion co-equal with technical, management or cost areas. It changes the CPARS process to collect accurate, comprehensive evaluations of contractors and subcontractors; develops standards and methods to assess past performance; and trains government evaluators and source selection on the new process.

In the very near-term, guidance will be issued for preparation of CPARS with future source selections in mind. An IPT will modify the CPARS form to emphasize source selection information and provide an overall rating scale. The PRAG Teams will be expanded to do a thorough past performance evaluation for each source selection, to include evaluations of prior non-AF work. In the longer-term, SAF and Hq AFMC will lead an evaluation of annual third-party assessments to supplement or replace the CPARS.

7. Replace acquisition documents with the Single Acquisition Management Plan (SAMP).

A Single Acquisition Management Plan (SAMP) will replace multiple acquisition documents now required for milestone reviews. SAMP preparation training by two SPOs that have prepared SAMPs was held in Los Angeles on June 20. More SAMP training is part of the Roadshow II training packages. Sessions are planned in the Pentagon in mid-July for Secretariat and Air Staff members of the new ACAT ID and reinvented AFSARC IPTs.

All ACAT I programs will have SAMPs by 31 December 1995. ACAT II-IV programs will prepare SAMPs for Milestone decisions and new contract solicitation activity.

8. Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.

After January 1, 1996 all PEO and DAC Portfolio reviews will contain a section addressing each program's implementation of acquisition initiatives. Program directors will tailor metrics for their specific program to track implementation.

In place of PEO and DAC Portfolios reviews from 24 July through 31 Dec 1995, one-time reviews will be hosted by SAF/AQ for each ACAT I and selected ACAT II programs. These reviews will cover the PM's plan for implementing and tracking acquisition reforms. AFPEO/TS will be the first portfolio reviewed on 24 July. Guidelines for the review and a schedule for all other program reviews to be completed by 31 December are in draft.